

MINUTES

JOINT TRANSPORTATION OVERSIGHT COMMITTEE

Tuesday, March 18, 2008

9:00 a.m.

Room 1228, Legislative Building

The Joint Transportation Oversight Committee met on Tuesday, March 18, 2008, at 9:00 a.m. in Room 1228 of the Legislative Building. Senators Jenkins, P. Berger, Hoyle, Hunt, Rand, Snow, Stevens, Shaw and Boseman; Representatives Cole, Allred, Carney, Coates, Crawford, Gillespie, Harrell, McComas, Saunders, Allen and Jones attended.

Representative Cole, Chair, called the meeting to order at 10:00 a.m.

Representative Cole recognized and introduced Roberto Canales with the Department of Transportation to present the "NCDOT Transformation Update". Mr. Canales gave a brief overview of the presentation and explained the focus on the five key areas which were elaborated on by the following managers. Please see attached presentation "NCDOT Transformation Update".

Mark Tyler presented the Strategic Direction section.

Joey Hopkins presented the Planning & Prioritization section.

Terry Gibson presented the Program & Project Delivery section.

Victor Barbour presented the Performance & Accountability section.

Anthony Roper presented the Improved Human Resources section.

Mr. Canales gave the closing remarks.

Representative opened the floor to questions.

Representative Gillespie stated that listening to Mr. Barbour talk about some things; I had a question for him. It comes about because during campaign season, I'm hearing all the different candidates running for Governor, and one thing they talk about when they talk about roads is congestion. When I hear somebody talk about that, then the first thing that comes into my head is congestion. Representative Saunders or Senator Boseman's area sure is different than congestion in my area or Senator Snow's area. I'd like to know how you are working on the definition of congestion. Tell us a little bit more about the direction that is going, because that will be a key word in any discussions that we talk about as far as road funding.

Mr. Barbour stated that it is hard to wrap your arms around it because it means so many things to so many different people. We are trying to use a model that we need to recognize and have different metrics forms for where you are in the state. There are different criteria for people who live in Charlotte as opposed to Raleigh. With Terry's example, it is White Lake. There are things that we can do related to congestion. For people who move freight, they want to know how fast they can get across the state of North Carolina. To show them how reliable the system is, what are our choke points and ways around those choke points. How we can show people real time information, we have a ? we are using now and how we can leverage that to more folks where they can understand before they leave in the morning that there is a problem. There may be an accident somewhere and an alternative may be needed. The media does things for us now, TV stations and radio. We are going to define a predictor and a set of metrics with them so that means something to them. I hope that I've answered your question. We're going to try to take a different approach to different areas of the state.

Representative Gillespie stated that mainly the working groups.

Mr. Barbour stated that the working groups, our mobility working group is made up of folks that are centrally located. The folks that do our ? network and set those things up. The folks from our traffic engineering branch to talk to them about what are the right measures. That has been a big topic in their work. What are the right things to measure and report out, that means the most to the public and would give them the biggest benefit. We have a team that is actually working on that. They are going to set up a series of metrics for us and then we are going to get it put out on our Dashboard and show that to the public.

Representative Gillespie had a question for Mr. Gibson. Mr. Gibson you were talking about the bridges and putting bridges out, be it as a group, and I think that is a good idea when you do that and when you do your environmentals, it saves a lot of time. When I think of that it also worries me. I have all the confidence in DOT that you will make sure that doesn't happen, but one thing you could do is when you build a bridge in rural Winston, North Carolina, it sure is different than grouping together a bunch of bridges on I 85 or I 40. What I think of when you talk about grouping bridges is that you send out all our small contractors that are out there, that have the capabilities of building one bridge. If you group them together, then they might become subcontractors to some big contractors that move in there which actually runs the cost up. How are you keeping the options open and make sure those kind of things don't happen and run the cost up and push out the smaller contractors.

Mr. Gibson stated that the regional teams that were shown; and I talked about how the division has representatives on that team to help with scope scheduled budget; also have a very large voice in how we put those out there. Each division is different. I've got some small contractors in my area with the same concerns. We are working with the AGC, Barry is sitting back there, and we are talking with them. We will continue to do that to try to make sure that we don't run any contractors out. We will make sure, as we look in different areas, to make sure that we do the right thing. The benefit of grouping those

together, just because we do the logistical side where we go out with the team and we look at all of them and design them together, doesn't mean that we have to let them all together. We can still separate some as it makes sense. I certainly hope that is not the outcome we are about.

Mr. Canales added that it may be a boom to some of the smaller contractors, because when we start looking at three or four bridges, you can't close them all at the same time. Essentially they have the opportunity to spread work out. We can advertise them where there are options that you can either bid them all together or you can bid them as individuals. The department chooses the low cost choice. We are trying to save money but it may also increase opportunity, because we do need to focus more on the Bridge Program. The mobility question is ?. What will work on I 85 and I 40, which may be, and you heard Victor or somebody mention clearing the road quicker; that may work best on the Interstate. When you look at other places around the rural area of the state, North Carolina moving ahead type projects, smaller projects may be the solution there. The solution has to come for the appropriate issue.

Representative Cole recognized Senator Hunt.

Senator Hunt stated you talked about accountability and how each individual is accountable for his own work. My question is, have changes been made so that an individual is responsible for a job, a particular job? We've had a couple of highly publicized errors on interstate highways, that I am not sure we yet know exactly who is responsible for the errors. Both of them cost tax payers multi-million dollars and do not have construction point design, but have we made some changes so that we can find a person responsible for every job?

Roberto Canales stated that the simple answer would be yes. To start with, this 150 identifies specific metrics and as it goes down into the process, as Victor indicated, it would get down to the individual who is responsible for moving dead animals off the side of the road. It will get down to that level. It will be granular enough to identify who is responsible for delivery of a project or program.

Senator Hunt stated that we've got the details for who is responsible for moving dead animals, but is one person responsible for the whole job?

Mr. Canales stated yes sir. It will depend on which of the pilots we've implemented on the TIP side. In many cases that might be your project executive, it might be the three identified team leads on a project. It depends on which pilot ends up being the best way to do that.

Senator Hunt stated that you need to make that point; somebody that is responsible for every job.

Representative Cole asked if there were any more questions.

Representative Cole recognized Senator Hoyle.

Senator Hoyle asked if there were plans for some system to be put in place whereby the traveling public could call ahead to find out, through some means, to find out about road work, lane closures, slow traffic? I know we've got these signs that say call 511 for information. By the time you see the 511, you are in it. I just wondered, if there is a clearing house or central point, because a lot of congestion could be avoided if we knew 10-20 miles before we got to it that there is going to be slow traffic ahead. I had a couple of truckers call me a couple of weeks ago, saying that I 85 or I 40 was totally shut down for an hour or two over a wreck involving one of these overhead signs. They said they would have liked to have known that was the situation. The contractors closed the road down to work on the bridges that needed repair. There seems to be no sense of urgency, and no sense of informing the general public until you are on it or in it and then it is too late. Is there some plan to alleviate or at least let the public know in advance?

Mr. Canales stated there were several systems already in place. You mentioned one, 511 that we advertise, and really it is on all the time. You can call that number at any time and get travel information across the state and also mode to module information. There is also, I can't remember who mentioned it, back in 1999 we started what is called TIMS in response to the floods in the eastern part of the state and in the snow storm of 2000 to do exactly what you are talking about. Giving industry and the public ideas as to which roads are open and that is on our website now and has been upgraded over the years and is actively updated by the minute by division personnel and our ITS operation folks. Construction projects, you'll find one I'm sure that I will be wrong on; however, they have prescribed times and processes before a contractor could actually close an interstate to erect girders or take down a sign structure. Part of that process is for the Division to put that information on TIMS as well. TIMS feeds 511. On the permitting side, I don't know where they are in the status of the project, but there is an IT project to connect all the system with our permitting folks, so then the truckers as well were getting permits over weight over sized, also had the information about potential closures and or detour routes.

Senator Hoyle asked if he decided to go on this afternoon to Charlotte, could he call 511 before he leaves Raleigh, and they will say that there is some congestion around Lexington or over in Salisbury or Spencer where the bridge is, would it be a live person and could I rely on it?

Mr. Canales stated that he had not called 511 in a while, but that it was an electronic manufactured recording that feeds off of TIMS. It would have to have input through the system. Generally, it would be significant. Our urban regions have better application. When you get into Charlotte or Raleigh, they will generally have more information about slow downs. When you get further out, it will start being more specific.

Representative Cole asked if there were anymore questions.

Representative Cole stated that one of the serious issues that we have here that I think is most important, is with regard to the time table for implementation on your personnel planning process. Can you speak to when that will be,

and the assessment part of that program?

Mr. Canales asked what do you mean specifically about that program?

Representative Cole asked when it would be in place, the assessment of the individuals and how you rate them; plus, the planning for those individual employees.

Mr. Canales stated that the 150 top managers have already been trained. The expectation is April 1, 2008. Their new Performance Management System will be the new process that will directly relate to the goals and mission of this department and will have specific metrics and specific identifiable numbers so that when you add them up, you can tell whether they are doing well or not. April, 2009 the goal is that everybody else in DOT will have that same process. That is what we are calling the PDA. We are going from a PM system, which is more subjective, to the PDA which is more specific and direct.

Representative Cole stated that for the 150 employees that tend to be in the top management and above, I guess my question is at what time will their process be in place or their appraisal and personnel planning?

Mr. Canales stated that starting April 1, 2008. They'll be reviewed three times from that point on. They'll have a close out on the last of March, 2009. This will be there new way of getting evaluated and measured. Their expectations will be directly related to that PDA.

Representative Cole recognized Representative Jones.

Representative Jones stated he wanted to ask whether the test is certified to determine reliability. Do you use some type of testing expert or organization to determine, when you evaluate these managers, whether the test is reliable or not; determination of the reliability of the test to determine whether the test is in an objective manner.

Mr. Roper stated that the whole Performance Management System that we talked about is based on specific targets and measures, and I guess the results of that will be specific. You will be measured on if we say I guess a target related to a specific metrical measure, then the outcome of that would be whether you met the target or not. There is no subjectivity in that. I think Chairman Cole's question about when the planning process begins for upper management. As a part of the Performance Management System that Victor spoke to, there is also a component called Leadership Competencies. In other words, we have best practice and through interviews of top managers and other folks in the industry, identify what we feel would be the nine representative leadership competencies of DOT leaders. When you say a leader in DOT, we define those by these nine things; fiscal responsibility, human resource management, and decisiveness in

decision making, things like that. Part of what will happen April 1, is that each manager's manager will have to sit down with them and go over where they stand in those leadership competencies. If there is an area that my boss determines that Anthony needs to improve upon, then we'd have to come up with a development plan set by next April that I have demonstrated that I have improved in that area. I think that is how we will get at an evaluation of how you are performing in a leadership perspective and what we are going to do about it.

Representative Cole recognized Senator Jenkins.

Senator Jenkins asked Roberto if he was saying that in April of 2008 you are going to have these new goals and new descriptions in your top 150 managers; I guess my question leans more to your top five or top ten managers. Are we rearranging the deck chairs on the Titanic, everybody has a different name, or are we going to see some new faces doing some new things?

Mr. Canales stated that part of the process will be you'll see new faces and doing new things. That is to be determined as we move through this, because part of what we have to do when we look at this bottoms up assessment, is what are those areas that may be redundant or what are those areas that we need to move into a different area. Mobility is a great example. I don't have the final results yet, because the team is still working. What are the functions across the Department that address mobility and are they in the right place or do they need to be moved. You may see, down the road here, some proposed organizational changes; much like what we are proposing with the Office of The Inspector General. We found all the auditing functions in the organization, we tried to make sure that we are meeting all the requirements of the Internal Audit Act and our proposals to move those functions from where they are today, and it affects 6 business units to one new unit. That model, I think we'll be using as we finalize this process and look at all the other business units.

Representative Cole asked if there were any other questions. As you know, this is a work in progress and we will continue along those lines. Hopefully at our next meeting they will be able to update us on the first evaluation that takes place and how they are proceeding with establishing those objectives, as far as individual managers.

Representative Cole recognized and introduced John Muth, P.E., Deputy Director, Charlotte Area Transit Systems. Please see attached presentation "Charlotte Area Transit System".

Senator Rand asked if they would use part of those tracks or would you just use the right of way?

Mr. Muth stated they would not run on their tracks. We would need to try and see if we could locate off to the side.

Senator Hoyle asked if Atlanta continues to expand MARTA? How would Charlotte compare, in your opinion, once we get the other pieces put together. Would they be comparable in size and scope? I'm curious as how it works in Atlanta.

Mr. Muth stated that he did not know all the details on the Atlanta service. I do know that they have not expanded their MARTA, their heavy rail system in a long time. I think they have been trying to look at that. They have some ideas in their plan for a light rail and bus rapid transit and other elements. On March 27 there is a group, The Transit Planning Board, which is a consortium of Georgia Regional Transportation Authority, MARTA, The Atlanta Regional Commission, about 50 of them are coming up to Charlotte, to hear about our system and to tour the light rail line. There is more of an attempt to do some collaborative transit planning in the Atlanta area. They have been trying to give it some impetus and make things take off. I think they really are trying to find ways to add to and expand their program. When our system builds out, we're at about 21 million riders today annually. We think that when we implement our quota system plan, we'll be up to the 50-60 million ranges of transit riders served annually. I honestly don't know they compare to Atlanta's.

Representative Saunders stated that while the Mayor of Charlotte is going around the state trashing the Legislature for being unresponsive, this is an example of how we have worked with Charlotte and the people that helped us with this. Having been the chair of the delegation for six years, I don't remember anything that he ever asked for that we didn't try to deliver and some has been more than he asked for. The so called ? in Raleigh that he mentions was never discussed by the delegation. It was doomed for failure from the time it left Charlotte and I think it was planned that way. On behalf of the Mecklenburg delegation, I would say that we appreciate what this committee and all the committees up there have done to help us with the issues that we have.

Senator Hunt asked what percentage of revenue from the operation of the existing rail as opposed to operating costs.

Mr. Muth stated that fare box recovery, I don't know if I've heard any numbers recently in the few months we have been open. We are around the 20% fare box recovery rate and hoping to increase that over time up into the 25%-30% range.

Senator Hunt stated that assumes no credit for the additional real estate tax you generate, is that correct?

Mr. Muth stated that the fare box recovery reflects the money that customers put into the fare box or purchase through passes.

Senator Hunt stated that it also presumes no return on cash put in, or no debt service or anything like that. It is just revenue verses operating cost.

Mr. Muth said that I believe the way we have calculated it, we do include interest earned. Anything we might get through marketing and things like that is also factored into that overall recovery calculation.

Representative Cole stated that what your suggesting is that he might want to consider that to make it more peaceful to continue.

Senator Rand asked how that figure compared with the other municipalities in the United States.

Mr. Muth stated that they are up around 70%-80% of recovery on their heavy rail. I don't think that necessarily reflects the bus service and so on. On the rail side, when you can string seven, eight or nine cars together and operate it with one operator, and fill the cars up, then your recovery ratio can get much better.

Senator Rand stated that if we clog the highways up a little more that would improve the ridership wouldn't it.

Mr. Muth stated that the last slide was to highlight again the funding opportunities or the partnering opportunities as we see them. Our hope is that you can continue the 25% state funding for rapid transit and street car capital projects. Continue to partner on other capital projects like bus purchases and so on. Continue to look at the state maintenance assistance program. Perhaps increase the funds that are in that program and incorporate rail ridership into the formula. What I've shown here is that we project that the 15 year funding request from Charlotte to be about \$470,000,000; that reflects 25% participation in some corridor projects and then also 10% participation. When Roberto talks in a while about the new starts, you'll hear a high number because he is looking at 20-35 and I've just highlighted the fifteen year need on this slide.

Bill Carstarphen, Governmental Relations asked John just to back to the slide on the Transit-Oriented Economic Development for the north corridor. This is a projection. This speaks to some of the questions that have been brought up by members of the committee. This is an economic projection on the development which will occur surrounding the new north commuter rail line, which is a 30 mile line. There are four projects that are illustrated there; one of which is the Gateway Station. What I want to call to your attention; is that the projection is that there will be 83,000 jobs within ½ mile of that 30 mile corridor. Many of these jobs are newly created jobs. There will be more than 14,000 new residences built surrounding the stations along that line. There will be almost 6,000,000 square feet of commercial development that will occur along that line. The new growth totalling 4.5 billion dollars is new tax value created by 2019 in connection with this line. While our projected cost recovery on fares is in the 20% range, the amount of new private development, which has been attracted to the south corridor already in place, about 2 billion dollars and the amount projected here will certainly generate significant additional revenues to all the local governments within the region. It is a very important aspect of fixed corridor transit development. The other points I would make is that, as John has indicated, we are developing a system. Your support, as

Representative Saunders mentioned, has been extremely helpful and for that we are very grateful. We very much appreciate the interest you have in what we are doing. As John as indicated, we believe we have had some success which we share with you. We very much appreciate your continued interest and your continued partnership as we build a system of five lines, plus street car servicing the greater Mecklenburg area. Thank you again for the opportunity to be with you.

Representative Cole asked if there were any questions.

Representative Cole stated he wanted to thank you very much for your presentation and thank you for your investment in mass transit in North Carolina. As a leader of that, hopefully other metropolitan areas will see fit to make those same moves.

Representative Cole recognized and introduced David King, Executive Director of Triangle Transit Authority.

Mr. King stated that in deference to the vast quantities of information you've already enjoyed this morning, I'm going to race through the presentation, and I don't think anybody would mind. I will note that it is a joy to follow Charlotte, because their success is leading the way for the rest of us; not only the Triangle, but certainly the Triad and subsequently other areas of the state, as they develop. Please see attached presentation "Triangle Transit".

Representative Coles recognized Senator Stevens.

Senator Stevens stated that the last chart he had seen before. We just heard that Charlotte's fare box recovery is in the 20%-30% range. This shows 7%, can you tell us why it is so low?

Mr. King stated that was a good question. I think in the early years, it is relatively lower and grows with time. What you are seeing is that, that is not 7% of operating costs; that is 7% of the total cost. We have used assumptions that would track national experience. The amount of the O and M cost would be, probably for financial modeling purposes, at 20%. What you are seeing here is at 7% of the total funding rather than 7% of operations.

Representative Cole asked if there were any further questions.

Senator Hunt stated that David, we have talked generally about the plan and we had our discussions basically about the need of individual cities to control their own transit system. We have definite needs in Raleigh. We talked about some of those, and I'm sure Durham has definite needs also. The regional plan's original objective, by the feds for a lack of ridership, because of the money spent on the rail in between the cities, I think. The costs would run up to cover that. I now we've got to have the planning connection between Raleigh, Durham, Chapel Hill, and so on but how is each city controlling their

own destiny when we are looking at this regionally? What is the difference between this plan and the one that was rejected a couple of years ago?

Mr. King stated part of the overlay here, among these 29 folks who represent all three counties and all sorts of view points; have been just that. Where do we come down between our parochial interests, as citizens of Raleigh or Fuquay verses citizens of the Triangle? I think, overwhelmingly, they've come down, particularly when you are looking at 2035 as your horizon year, that we are citizens of the Triangle with respect to transportation. So few trips are really confined to one jurisdiction; particularly commute trips. There has been a bias in favor of looking at this regionally. You asked how this differs from the old plan; it differs in that the link between Raleigh and Durham can be potentially deferred. I would say to you that the highest interest among these 29 folks has been focused on the north Raleigh to downtown Raleigh corridor because it parallels Capital Boulevard. Nobody who has to deal with Capital Boulevard has to have it explained to them as to why this is important. That was not a central part of phase one of the old Triangle Transit plan. The other point I would make on the subject of the space between Raleigh and Durham is they are, and you hear people who know a lot more about land use than I do, talk about this very eloquently. We have a multi-nucleated demographic. We've got Raleigh, Garner, Cary and Morrisville developing very quickly. We've got this strange beast called RTP. In the middle we've got a very dynamic airport. We've got Durham, Chapel Hill and we've got all these counties feeding us. The area between Cary and southwest Durham has a lot of development potential. If you think about those 800,000-1,000,000 people who are going to be migrating to this area because we've got the jobs and the economic vitality to attract them over the next several decades. A lot of that development can take place around stations and therefore be more easily serviced. A lot of in-field development is still possible when you think of the Triangle as a region as opposed to individual cities.

Representative Cole asked if there were any further questions and thanked David King for being there today.

Representative Cole recognized and reintroduced Roberto Canales. Mr. Canales gave a brief overview of the state's New Starts Program. Please see attached presentation "North Carolina's New Starts Program".

Representative Cole asked if there were any questions.

Representative Carney stated that she wanted to make a comment about the value that Charlotte received and again thank members of The General Assembly for their support for our ½ cent sales tax. You were talking here about the many projects competing for federal dollars, because we had that ½ cent sales tax it added a great value for us in going to Washington and saying that we have matching funds, we have investment from our local and state government and we are putting our money in here with you. It really did help us to leverage that federal funding. I hope that as we move forward in our lengthy debates about transit and funding for it, that we keep that in mind for all the growing regions in this state. It really is a great tool for us to offer from a state's perspective.

Representative Cole stated that there was an early movement flip to eliminate that ½ cent sales tax, but the citizens stepped forward and proved them wrong.

Representative Cole recognized and introduced Michael Shumsky, Acting Director; General Services Division. Representative Cole stated that it was in our budget last year that requires Mr. Shumsky to make his presentation to Oversight and also to House and Senate Appropriations Committees.

Mr. Shumsky stated that since July of last year, I've served as the acting roll for Act and Direct for the General Services Division. Please see attached presentation "Facilities Repair & Renovations Report".

Representative Cole asked if there were any questions. Speaking for myself, I think an important part of this process is that we prioritize those needs that are out there. Would you put that list together, in priority order, so that when it comes time for budget, we can look at it from that perspective as to what we need?

Representative Cole recognized and introduced Greg Thorpe. Representative Cole stated that Mr. Thorpe was going to speak about compliance with federal guidelines (S.L.2007-551).

Mr. Thorpe stated I know you have heard a lot of information this morning; so I'll try to be brief. I'm Greg Thorpe, Manager, Project Development and Environmental Analysis Branch. As Representative Cole stated, I'm here to update you on section 5-House Bill 1005 compliance with federal guidelines for transportation projects. Since the merger process was developed, we've continually sought ways to improve and enhance the process. Continual improvement of the merger process also is one of the primary goals of the Inner-Agency Leadership Team. To insure compliance of safety, Section 6002 changes the Bill proposed. Some of the changes that are proposed, that comply with House Bill 1005, are as follows. NCDOT will be clearly identified as a joint lead agency. The following sentence has been proposed for our merger process. For federally funded projects, the lead federal agency will be the Federal Highway Administration and NCDOT will be a joint lead agency in accordance with 23 USC 139C. The merger process includes implementation guidance for conflict or dispute resolution. On the cover page of this guidance, a note is proposed to be added that states the following: Note, safety loop provides a formal process for resolving serious issues that may delay the project will result in a denial of a required approval for the project. NCDOT or the Governor of North Carolina may invoke the Section 6002 process for issue resolution at any time. After these changes are made to the process, NCDOT will ask the Federal Highway to accept the merger process as a program coordination plan. This will not prevent NCDOT from developing other coordination plans and proposing them for use on a project by project basis. The Department anticipates the changes will be incorporated within the process within the next four to six weeks. We have been working steadily for some time with both the Division, Federal Highway Administration Office and they in turn, with their Headquarters Office, in order to get these changes approved. It has taken

some time, but we have just gotten assurances yesterday, that it should be within the next month to six weeks. Since the merger process was developed, we've also added the following items to enhance the process. We've developed operating procedures, which describe team member roles, rules and responsibilities. The Inner-Agency Leadership team has also defined concurrence and non-concurrence in abstentions and other processes as part of that. We've provided a listing of technical information that is to be presented at each major project team meeting. That has helped a great deal in avoiding having to go back with the second meeting, because someone, one agency, representative or another asked for additional information. We've reduced that substantially. We've developed performance measures to evaluate the effectiveness of the merger process. We are currently in the process of evaluating that data for 07, to see how it is going. We've placed additional emphasis on scoping projects in the merger process in keeping with the spirit of safety. This promotes early identification of issues, special areas of study and so on, to prevent surprises which may cause delays later on. The merger process also now incorporates deadlines for review as prescribed by safety. That is all the information I have for you this morning. I'd be happy to answer any questions.

Representative Cole asked if any of the committee members had any questions. If not, thank you. If you would, please provide our assistant with a copy of your notes.

Representative Cole recognized Representative Allred.

Representative Allred stated he had a handout to hand out about the Elon University poll with regard to transportation issues. May I do that?

Representative Cole said absolutely, that was the next item on the agenda.

Representative Allred asked if he could speak to that for two to three minutes. First of all, I'm a proud graduate of Elon College; we did just about make it to the NCAA Tournament. We'll make it next year. Please see attached "Elon University Poll".

Representative Cole asked if there were any questions. A couple of comments in preparation for our next meeting; we will have another update on the transformation that has taken place at DOT. We will also have the findings of the tire retread study. NCDOT will also present their legislative agenda. John Nance will speak to express permitting and we've got a couple of other reports that are due to us.

Representative Cole stated there were no more questions and the meeting was adjourned at 11:45 a.m.

Senator Clark Jenkins
Co-Chair

Representative Nelson Cole,
Co-Chair

Pattie Johnson, Committee Assistant

